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ABSTRACT

One of thirteen individualized courses included in a marketing curriculum, this course covers training of employees, employee evaluation, motivation and morale of employees, and decision-making. The course is comprised of three units: (1) Employee Training, (2) Solving Human Relations Problems, and (3) Preventing Human Relations Problems. Each unit begins with a Unit Learning Experience Guide that gives directions for unit completion. The remainder of each unit consists of Learning Activity Packages (LAP) that provide specific information for completion of a learning activity. Each LAP is comprised of the following parts: objective, evaluation procedure, resources, procedure, supplemental sheets, study guide, and a LAP test with answers. The course is preceded by a pretest which is designed to direct the student to units and performance activities. (LRA)

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ED197178

MOUNTAIN PLAINS LEARNING EXPERIENCE GUIDE:

Marketing.

Course: Supervisory Skills.

CE 027 808

U S DEPARTMENT OF HEALTH, EDUCATION & WELFARE
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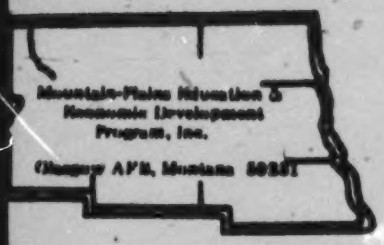

Learning Experience Guide

COURSE: SUPERVISORY SKILLS

DESCRIPTION:

This course covers training of employees, employee evaluation, motivation and morale of employees, and decision-making.

RATIONALE:

Supervisory skills are needed by mid-management personnel in order for them to be able to obtain the maximum contribution to their employees to the operation of the business.

PREREQUISITES:

Communication Skills at Level P.

OBJECTIVES:

Identify methods of solving and preventing human relations problems.
Solve human relations problems in a simulated situation.

RESOURCES:

A resource list is attached.

GENERAL INSTRUCTIONS:

Complete all units in this course, unless otherwise specified in the Student Work Plan.

UNIT TITLES:

.01 Employee Training
.02 Solving Human Relations Problems
.03 Preventing Human Relations Problems

Principal Author(s): B. Egan

EVALUATION PROCEDURE:

Complete the course test with 80% accuracy.

FOLLOW-THROUGH:

Upon completion of this course, contact the instructor for information regarding further study.

RESOURCE LIST

Printed Materials

1. Fundamentals of Selling. Ninth Edition, Wingate and Nolan, South-Western Publishing Company, 1969.
2. How to Train an Employee. Lind, Platt and Rowland, Kansas State Teachers College, 1971.
3. Human Relations. Hartzler, Hoffman and Strait, Kansas State Teachers College, 1970.

Audio/Visuals

35 mm Filmstrips:

Merchandiser Film Productions:

1. A New Look at Your Job.
2. Getting the New Employee Started.
3. Interviewing and Hiring Store Personnel.
4. Problem Employees - Cause and Cure.
5. Teaching a New Employee.

Equipment

1. Cash register, NCR.
2. Monarch Dial-a-Pricer.
3. Projector, 35 mm filmstrip, Singer-Graflex or equivalent.

COURSE PRETEST ANSWER KEY: SUPERVISORY SKILLS

Occupational Area: _____
File Code: 27.13.00.00.A2-2
Name: _____

ANSWERS

27.13.01.01	1. D	27.13.02.02	21. D	27.13.03.01	41. B
	2. B		22. D		42. A
	3. A		23. A	27.13.03.02	43. A
	4. D		24. A		44. A
	5. A		25. B		45. C
27.13.01.02	6. A	27.13.02.03	26. A	27.13.03.03	46. C
	7. D		27. C		47. B
	8. B		28. D		48. C
	9. D		29. D		49. A
	10. D		30. A		50. A
27.13.01.03	11. C	27.13.02.04	31. D	27.13.03.04	51. C
	12. A		32. D		52. C
	13. D		33. C		53. B
	14. B		34. C		54. C
	15. C		35. B		55. A
27.13.02.01	16. B	27.13.02.05	36. D		56.
	17. A		37. A		57.
	18. C		38. A		58.
	19. D		39. B		59.
	20. A		40. B		60.

Student: _____ File Code: 27.13.00.00.A2-2

Date: _____ Date Published: 8/5/75

COURSE PRETEST: SUPERVISORY SKILLS

27.13.01.01

1. The employer who does not know how to do his job is going to be putting quantity before:

   a. efficiency.
   b. objectives.
   c. operations.
   d. quality.

2. Before you meet with the trainee, you must determine in your training program the:

   a. quality of sales.
   b. objectives.
   c. quantity of sales.
   d. operations.

3. When you are analyzing the job to be performed, it is necessary to break the job down into:

   a. operations.
   b. objectives.
   c. efficiency ratings.
   d. quantity versus quality.

4. Something that must be done to complete the operation is the:

   a. production order.
   b. key point.
   c. information center.
   d. step.

5. Two methods of organization are production order and:

   a. order of efficiency.
   b. order of constant method.
   c. order of key point.
   d. order of information center.

27.13.01.02

6. After the trainer has prepared and organized the training plan and determined the objectives, he must:

   a. prepare the trainee.
   b. motivate the trainee.
   c. arouse an interest in the trainee.
   d. interview the trainee.

7. It is necessary that the trainer motivate the trainee by:

   a. putting him on a percentage basis.
   b. giving him an incentive.
   c. setting a goal for him.
   d. arousing interests with subject to be learned.

8. The trainee cannot be expected to do an efficient job until he:

   a. takes notes.
   b. understands why he did it.
   c. repeats back the instructions.
   d. practices it.

9. For the trainee, what is the key to learning?

   a. Repeating it back.
   b. Practicing it.
   c. Taking notes.
   d. Understanding.

10. The surest way to tell whether a trainee is really learning is to:

    a. have the trainee understand why he is doing it.
    b. have the trainee repeat the instructions.
    c. have the trainee take notes.
    d. let him practice and watch him.

27.13.01.03

11. The first step the trainer should do in training an employee is to:

    a. have a demonstration for the trainee.
    b. prepare the trainee.
    c. develop a plan.
    d. have a trainee perform what he knows.

27.13.01.03 (continued)

12. When the trainees are in the meeting room, the trainer should make them:

    a. feel comfortable.
    b. take notes.
    c. repeat what he says.
    d. demonstrate what the trainer is saying.

13. When the trainer is explaining step-by-step the process involved in doing a task, he should:

    a. have the trainee explain in his own words what he is doing.
    b. have the trainee demonstrate what he is saying.
    c. have the trainee take notes.
    d. demonstrate step-by-step.

14. What should a trainee do over and over to be sure she or he understands the complete process?

    a. Write.
    b. Practice.
    c. Repeat it.
    d. Explain in the trainers own words to the trainer.

15. The final step in employee training should always be:

    a. awarding a completion certificate.
    b. presentation of a summary.
    c. evaluation of the trainee.
    d. a raise for all successful trainees.

27.13.02.01

16. The first step in detecting a human relations problem is to determine:

    a. if there is a marketing problem.
    b. if the objectives are being met.
    c. if there is a safety problem.
    d. if there is only one person involved.

17. The goal which deals with maintaining an even flow of business is known as the:

    a. production goal.
    b. group goal.
    c. individual goal.
    d. safety goal.

27.13.02.01 (continued)

18. How many guides or goals usually are used for solving human relations problems?

a. 5
b. 4
c. 3
d. 10

19. Without company objectives, there are:

a. no safety precautions involved.
b. problems.
c. goals that are too high to reach.
d. no problems.

20. Of the basic goals or guides for solving human relation problems, the first goal is:

a. production goals.
b. safety goals.
c. group goals.
d. individual goals.

27.13.02.02

21. You must have facts in order to:

a. have good communications.
b. have a good record.
c. have a good interview.
d. come to a good solution.

22. The personal record will yield many facts which will make:

a. opinions easier to obtain.
b. good conversation during an interview.
c. communications easier with a salesclerk and supervisor.
d. a good solution possible.

23. When obtaining facts, it is important for the personnel manager to be:

a. impartial.
b. sympathetic.
c. empathetic.
d. direct and firm.

27.13.02.02 (continued)

24. When gathering facts, a personnel manager should consider:

a. company production goals.
b. feelings of the employee.
c. opinions of others.
d. attitudes of others.

25. In summary of obtaining facts in solving Human Relations problems, the personnel manager must take for guidelines:

a. attitudes.
b. goals for company, group, and individual.
c. records.
d. customs.

27.13.02.03

26. Prior to any decision making and after getting all of the facts, the supervisor must:

a. weigh the facts.
b. decide on a decision.
c. ask a third party what to do.
d. make an impartial decision.

27. Human relation problems must be handled:

a. rapidly.
b. by groups.
c. individually.
d. with prejudice.

28. The manager must handle human relation problems without:

a. results.
b. fairness.
c. effect.
d. personal prejudice.

29. After the manager gathers all the facts involved in a human relation problem, he must:

a. consider possible kick-backs.
b. consider possible reactions to problem.
c. consider his personal feelings.
d. consider possible actions to take.

27.13.02.03 (continued)

30. The manager must not:

a. draw any premature conclusions.
b. offend anybody concerned.
c. weigh and decide.
d. check results.

27.13.02.04

31. A competent manager will not do which of the following as far as human relations are concerned?

a. Will not criticize.
b. Weigh and decide.
c. Will not take action.
d. Pass the buck.

32. Harmful effects on the attitude of all concerned can be alleviated by:

a. passing the buck.
b. taking a longer length of time to decide.
c. letting all concerned work out their problems.
d. taking immediate action.

33. In order to be effective, the supervisor should have:

a. an easy going attitude.
b. a high I. Q.
c. the respect of personnel.
d. the attitude of complete authority.

34. If the manager feels inadequately trained to handle employee problems, he can:

a. have another employee handle it.
b. refer the case to his boss.
c. refer the case to a specialist.
d. attempt to make the right decision.

35. When dealing with "group goals", careful attention is needed by the manager because:

a. they directly affect the individual goals.
b. they directly affect the production.
c. they directly affect the individual welfare.
d. it directly affects the manager's job.

27.13.02.05

36. The last thing to do in solving a human relations problem is to:

a. take action.
b. make a decision.
c. weigh and decide.
d. determine how successful the solution is.

37. The production goal in a retail store may be checked by which of the following?

a. Sales records.
b. Amount of customers in store.
c. Amount of merchandise reorder.
d. By asking employees individually how much work they have done.

38. A manager can check the objective of a group goal by:

a. observation.
b. asking.
c. listening.
d. checking sales records.

39. When the manager is checking production goals, he must be aware of the:

a. time of day.
b. weather.
c. location.
d. wages.

40. Meeting of production goals is important in determining:

a. projected sales.
b. the value of an employee.
c. net profits.
d. amount of inventory to be kept on hand.

27.13.03.01

41. A personnel file should contain what information about an employee?

a. Feelings.
b. Education, training, and work experience.
c. Production.
d. Only his ambitions.

27.13.03.01 (continued)

42. The supervisor can give information about his employees by referring to which of the following sources?

a. Talking with employee.
b. Asking people what they think of that employee.
c. By asking customers their feelings about employee.
d. By the way employee listens.

27.13.03.02

43. Which is the best way to get an employee to use his initiative on the job?

a. Show him you believe he can do the job.
b. Never give him responsibilities.
c. Ignore him.
d. Never tell an employee that he is wrong.

44. A manager who can communicate with his employees effectively is assured of maintaining a high degree of initiative. Effective communication may be done by:

a. talking to him periodically.
b. talking to him only when necessary.
c. never giving him credit for his suggestions.
d. telling him what to do all the time.

45. Before the manager can measure the job performance of an individual, he must have a/an:

a. personal conference.
b. reason to measure the employer.
c. performance standard.
d. evaluation.

27.13.03.03

46. Job relevancy means:

a. the employees do just what is necessary to meet job goals.
b. the job is making an insignificant contribution to the company goals.
c. the job is making a noticeable contribution to the overall company goals.
d. process of two-way communication.

27.13.03.03 (continued)

47. To provide job satisfaction the manager must:

a. correct employees at all times.
b. create job interest by showing job value to employee and organization.
c. no matter what employee has done, the manager must praise.
d. be constantly reinforcing confidence.

48. When the manager is handling a grievance, he should use which of the following?

a. Get the facts method.
b. Check results method.
c. Constructive correction of employees method.
d. Weigh and decide method.

49. The manager must keep promises to the employee, because otherwise:

a. the worker will lose respect for the manager.
b. the worker's production will drop.
c. the workers will go to a person higher up and complain.
d. the employee will quit.

50. There are three types of fatigue; which of the following is not one?

a. Planned.
b. Nervous.
c. Physical.
d. Mental.

27.13.03.04

51. A good manager will always say:

a. me.
b. I.
c. we.
d. you.

52. Which of the following is not important to the manager in the sharing of mistakes as well as successes?

a. Demonstrate loyalty to the workers for their efforts for the company.
b. Explain the job to be done fully.
c. Let the worker learn by trial and error.
d. Allow the worker the freedom to do the job in the way he thinks is best.

27.13.03.04

53. Which word bests completes the adage that begins "loyalty begets:

a. freedom."
b. loyalty."
c. respect."
d. cooperation."

54. When the supervisor makes plans cooperatively with his workers, he is doing which of the following?

a. Involving too many people.
b. Causing friction.
c. Boosting team work.
d. Sluffing off his work.

55. An employee evaluation should be conducted:

a. every six months.
b. every three months.
c. every month.
d. once a year.

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Date Published: 4/15/75

Mountain-Plains Education & Economic Development Program, Inc.
Glasgow AFB, Montana 59231

Learning Experience Guide

UNIT: EMPLOYEE TRAINING

RATIONALE:

Mid-management personnel are often required to train employees. This unit includes the fundamentals on how to train an employee.

PREREQUISITES:

Communication Skills at Level P.

OBJECTIVE:

Given an occupation of your choice, write a training plan for a particular task performed by workers in the chosen occupation. Then, using the training plan you prepared, conduct a training session for the chosen task, using the instructor or another student as the trainee. (Note: The occupation and the task must be chosen with the consent of the instructor.)

RESOURCES:

Fundamentals of Selling, Wingate, Nolan.
How to Train an Employee, Kansas State Teachers College, Emporia, Kansas, 1971.
Filmstrip: "Teaching a New Employee". Merchandiser Film Productions.
Monarch-Dial-A-Pricer
NCR Cash Register

GENERAL INSTRUCTIONS:

Complete all performance activities in this unit. Take the unit test.

PERFORMANCE ACTIVITIES:

.01 Planning a Training Program
.02 Training and Evaluation Procedures
.03 Training Case Study

Principal Author(s): B. Egan

EVALUATION PROCEDURE:

Complete an instructor-scored multiple-choice test with 80% accuracy.
Complete a performance test according to the criteria listed on the test.

FOLLOW-THROUGH:

Go to the first assigned LAP.

Student: _____ File Code: 27.13.01.01.A2-2
27.13.01.02.A2-2
27.13.01.03.A2-2

Date: _____ Date Published: 9/13/73

UNIT/LAP PRETEST: EMPLOYEE TRAINING

27.13.01.01

1. The employer who does not know how to do his job is going to be putting quantity before:

   a. efficiency.
   b. objectives.
   c. operations.
   d. quality.

2. Before you meet with the trainee, you must determine in your training program the:

   a. quality of sales.
   b. objectives.
   c. quantity of sales.
   d. operations.

3. What will show the trainee what is to be accomplished as a result of the training?

   a. Operations.
   b. Organization.
   c. The stores post sales records.
   d. Objectives.

4. Something that must be done to complete the operation is the:

   a. production order.
   b. key point.
   c. information center.
   d. step.

5. What determines the sequence of steps involved to produce a finished product or to learn a proper technique?

   a. Quality of sales.
   b. Production order.
   c. Quantity of sales.
   d. Efficiency.

27.13.01.02

6. It is necessary that the trainer motivate the trainee by:

   a. putting him on a percentage basis.
   b. giving him an incentive.
   c. setting a goal for him.
   d. arousing interests with subject to be learned.

7. The trainee cannot be expected to do an efficient job until he:

   a. takes notes.
   b. understands why he did it.
   c. repeats back the instructions.
   d. practices it.

8. For the trainee, what is the key to learning?

   a. Repeating it back.
   b. Practicing it.
   c. Taking notes.
   d. Understanding.

9. The surest way to tell whether a trainee is really learning is to:

   a. have the trainee understand why he is doing it.
   b. have the trainee repeat the instructions.
   c. have the trainee take notes.
   d. let him practice and watch him.

10. A bad question for the trainer to ask is a question that:

    a. requires a yes or no answer.
    b. requires a trainee to think.
    c. requires a trainee to look over his notes.
    d. requires a trainee to in his own words tell the trainer what the answers to the question was.

27.13.01.03

11. The first step the trainer should do in training an employee is to:

    a. have a demonstration for the trainee.
    b. prepare the trainee.
    c. develop a plan.
    d. have a trainee perform what he knows.

27.13.01.03 (continued)

12. When the trainees are in the meeting room, the trainer should make them:

    a. feel comfortable.
    b. take notes.
    c. repeat what he says.
    d. demonstrate what the trainer is saying.

13. When the trainer is explaining step-by-step the process involved in doing a task, he should:

    a. have the trainee explain in his own words what he is doing.
    b. have the trainee demonstrate what he is saying.
    c. have the trainee take notes.
    d. demonstrate step-by-step.

14. What should a trainee do over and over to be sure she or he understands the complete process?

    a. Write.
    b. Practice.
    c. Repeat it.
    d. Explain in the trainers own words to the trainer.

15. The final step in employee training should always be:

    a. awarding a completion certificate.
    b. presentation of a summary.
    c. evaluation of the trainee.
    d. a raise for all successful trainees.

UNIT/LAP PRETEST ANSWER KEY: EMPLOYEE TRAINING

LAP 01	1.	d
	2.	b
	3.	d
	4.	d
	5.	b
LAP 02	6.	d
	7.	b
	8.	d
	9.	d
	10.	a
LAP 03	11.	c
	12.	a
	13.	d
	14.	b
	15.	c

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Mountain-Plains Education & Economic Development Program, Inc.
(Havre AFB, Montana 59331)

Learning Activity Package

Student: _____

Date: _____

PERFORMANCE ACTIVITY: Training and Evaluation Procedures

OBJECTIVE:

Identify the steps to be followed during the training process, and state why evaluation of the training is important.

EVALUATION PROCEDURE:

Complete a student scored multiple-choice type of test. Successful completion is eight out of ten items.

RESOURCES:

How to Train an Employee, Kansas State Teachers College, 1971.
Fundamentals of Selling, Wingate, Nolan.

PROCEDURE:

1. Obtain a copy of the text and go to your study area.
2. Review the instructions for using the text given on page iii and iv. Read from page 61 to 70 in Fundamentals of Selling.
3. Read pages 12 through 23. As you read, complete statements 1 through 73 on a separate sheet of paper. Correct all errors after determining the right response to each statement.
4. Upon completion of the reading assignment, answer questions 1 through 9 in the test on page 24 on a separate sheet of paper.
5. Turn in all answer sheets to the instructor.
6. Return the text.
7. After completing all LAPs in this unit, take the UNIT/LAP post test and the performance test.
8. When this assignment is successfully completed, proceed to the next LAP.

Principal Author(s): B.Egan

File Code: 27.13.01.03.A2-0

Date Published: 3/24/75

Mountain-Plains Education & Economic Development Program, Inc.
(Havre AFB, Montana 59531)

Learning Activity Package

Student: _____

Date: _____

PERFORMANCE ACTIVITY: Training Case Study

OBJECTIVE:

Given a business situation involving a scheduled employee training session, identify the step-by-step process to be followed in designing the training program.

EVALUATION PROCEDURE:

Complete a student scored multiple-choice type of test. Successful completion is eight out of ten items.

RESOURCES:

How to Train an Employee, Kansas State Teachers College, 1971.

PROCEDURE:

1. Obtain a copy of the text and go to your study area.
2. Review the instructions for using the text given on pages iii and iv.
3. Read pages 25 through 31. As you read, complete statements 1 through 37 on a separate sheet of paper. Correct all errors after determining the right response to each statement.
4. Upon completion of the reading assignment, answer questions 1 through 8 in the test on page 32.
5. Turn in all answer sheets to the instructor.
6. Return the text.
7. After completing all LAPs in this unit, take the UNIT/LAP post test and the performance test.

Principal Author(s): B. Egan

Student: _____ File Code: 27.13.01.01.B2-2
27.13.01.02.B2-2
27.13.01.03.B2-2
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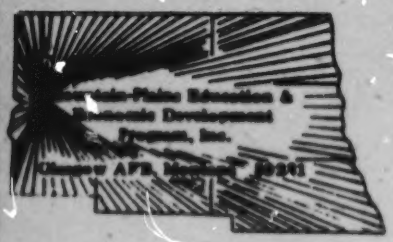

UNIT/LAP POST TEST: EMPLOYEE TRAINING

27.13.01.01

1. The employer who does not know how to do his job is going to be putting quantity before:

   a. efficiency.
   b. objectives.
   c. operations.
   d. quality.

2. When you are analyzing the job to be performed, it is necessary to break the job down into:

   a. operations.
   b. objectives.
   c. efficiency ratings.
   d. quantity versus quality.

3. An operation is composed of how many steps?

   a. Two or more.
   b. One.
   c. None.
   d. Never more than two.

4. What determines the sequence of steps involved to produce a finished product or to learn a proper technique?

   a. Quality of sales.
   b. Production order.
   c. Quantity of sales.
   d. Efficiency.

5. Two methods of organization are production order and:

   a. order of efficiency.
   b. order of constant method.
   c. order of key point.
   d. order of information center.

27.13.01.02

5. After the trainer has prepared and organized the training plan and determined the objectives, he must:

   a. prepare the trainee.
   b. motivate the trainee.
   c. arouse an interest in the trainee.
   d. interview the trainee.

7. The trainee cannot be expected to do an efficient job until he:

   a. takes notes.
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   b. Practicing it.
   c. Taking notes.
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    c. develop a plan.
    d. have a trainee perform what he knows.

27.13.01.03 (continued)

12. When the trainees are in the meeting room, the trainer should make them:

    a. feel comfortable.
    b. take notes.
    c. repeat what he says.
    d. demonstrate what the trainer is saying.

13. When the trainer is explaining step-by-step the process involved in doing a task, he should:

    a. have the trainee explain in his own words what he is doing.
    b. have the trainee demonstrate what he is saying.
    c. have the trainee take notes.
    d. demonstrate step-by-step.

14. What should a trainee do over and over to be sure she or he understands the complete process?

    a. Write.
    b. Practice.
    c. Repeat it.
    d. Explain in the trainers own words to the trainer.

15. The final step in employee training should always be:

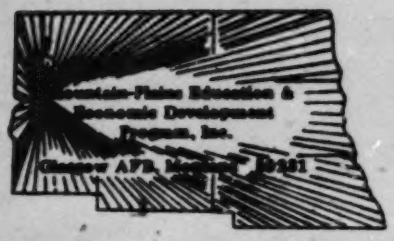
    a. awarding a completion certificate.
    b. presentation of a summary.
    c. evaluation of the trainee.
    d. a raise for all successful trainees.

UNIT/LAP POST TEST ANSWER KEY: EMPLOYEE TRAINING

LAP 01	1.	d
	2.	a
	3.	a
	4.	b
	5.	a
LAP 02	6.	a
	7.	b
	8.	d
	9.	d
	10.	a
LAP 03	11.	c
	12.	a
	13.	d
	14.	b
	15.	c

Student: _____ File Code: 27.13.01.00.A1-5

Date: _____ Date Published: 11/15/74



Family Pay Number: _____ Sex: M F (Circle 1)

UNIT PERFORMANCE TEST: EMPLOYEE TRAINING

OBJECTIVE:

Assume the management position and train a new employee for a specific job or task.

TASK:

The student will be asked to train an employee in a given job within the structure of a retail store simulation. The employee will be able to complete the job with 100% accuracy.

ASSIGNMENT:

CONDITIONS:

The student may not use any references. He may not receive any help from the instructor or other students. The student must use only those resources provided.

RESOURCES:

Monarch Dial-A-Pricer (student's choice)
NCR Cash Register (student's choice)
One student

Student: _____ File Code: 27.13.01.00.A1-5

Date: _____ Date Published: 11/15/74

Family Pay Number: _____ Sex: M F (Circle 1)

PERFORMANCE CHECKLIST:

OVERALL PERFORMANCE: Satisfactory_____ Unsatisfactory_____

	CRITERION Met	Not Met
Objective:		
1. Select method of presentation.		
Criterion: Must be either "production order" or "order of		
efficiency" method.		
2. Uses method correctly.		
Criterion: As described in "How to Train an Employee" by		
Kansas State Teachers College.		
3. Lists operations of device he is teaching.		
4. Lists procedures on how to operate device being taught.		
5. Lists key points on how to use device being taught.		
Criterion: Written instructions are sufficient.		
6. Training preparation.		
Criterion: Trainer ensures all necessary supplies and		
equipment are available and ready for use.		
7. Employee motivation.		

	CRITERION Met	Not Met
Criterion: Meets guidelines as per "How to Train an Employee"		
8. Demonstrates the task.		
Criterion: Follows procedures listed in "How to Train an Employee".		
9. Certifies trainee has learned the job.		
Criterion: Trainee can perform the task without assistance.		
Student must meet the criterion on 8/9 line items to achieve an overall score of satisfactory.		

File Code: 27.13.01.01.A2-0
Date Published: 3/24/75

Mountain-Plains Education & Economic Development Program, Inc.
Glasgow AFB, Montana 59231

Learning Activity Package

Student: _____

Date: _____

PERFORMANCE ACTIVITY: Planning a Training Program

OBJECTIVE:

Identify the steps to be followed in preparing to train an employee.

EVALUATION PROCEDURE:

Complete a student scored multiple-choice type of test. Successful completion is eight out of ten items.

RESOURCES:

How to Train an Employee, Kansas State Teachers College, 1971.
Filmstrip: "Teaching a New Employee", Merchandiser Film Productions.

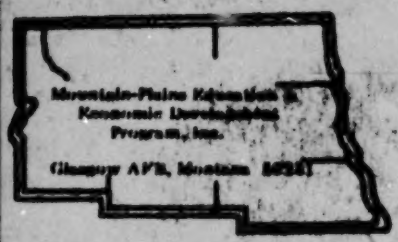
PROCEDURE:

1. Obtain a copy of the text and go to your study area.
2. Read the instructions for using the text given on pages iii and iv and v.
3. Read pages 1 through 10. As you read, complete statements 1 through 69 on a separate sheet of paper. Correct all errors after determining the right response to each statement.
4. Upon completion of the reading assignment, answer questions 1 through 8 in the test on page 11.
5. Turn in all answer sheets to the instructor.
6. Return the text.
7. View filmstrip, "Teaching a New Employee".
8. After completing all LAPs in this unit, take the UNIT/LAP post test and the performance test.
9. When this assignment is successfully completed, proceed to the next LAP.

Principal Author(s): B. Egan

File Code: 27.13.02.00.A2-1

Date Published: 4/15/75



Learning Experience Guide

UNIT: SOLVING HUMAN RELATIONS PROBLEMS

RATIONALE:

A supervisor is continually called upon to solve problems involving his employees. Knowledge of correct problem-solving techniques will enable the supervisor to solve these problems quickly and effectively.

PREREQUISITES:

Unit .01 of this course (Employee Training); Communication Skills at Level J.

OBJECTIVE:

Given a situation involving a human relations problem in a business, decide on the proper action to take in solving the problem.

RESOURCES:

Printed Materials:

Human Relations, Kansas State Teachers College, Emporia, Kansas, 1970

Audio/Visuals:

Filmstrip: "Problem Employees - Cause and Cure," Merchandiser Film Productions

GENERAL INSTRUCTIONS:

Complete all performance activities in this unit. Take the unit test.

PERFORMANCE ACTIVITIES:

.01 Detecting Problems
.02 Obtaining the Facts
.03 Decision-Making
.04 Taking Action
.05 Evaluating Results
.06 Case Problem

Principal Author(s): B. Egan

EVALUATION PROCEDURE:

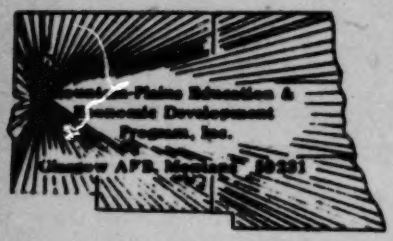
Complete an instructor-scored multiple-choice test with 80% accuracy.

FOLLOW-THROUGH:

Go to the first assigned LAP.

Student: _____ File Code: 27.13.02.00.A2-2

Date: _____ Date Published: 12/1/75



UNIT PRETEST: SOLVING HUMAN RELATIONS PROBLEMS

27.13.02.01

1. In business and industry, problems are identified only through the use of:

   a. office manager.
   b. auditors.
   c. general manager.
   d. objectives.

2. The first step in detecting a human relations problem is to determine:

   a. if there is a marketing problem.
   b. if the objectives are being met.
   c. if there is a safety problem.
   d. if there is only one person involved.

3. How many guides or goals usually are used for solving human relations problems?

   a. 5
   b. 4
   c. 3
   d. 10

4. If a bookkeeper tells the supervisor that there are errors in the operation of the cash register and the supervisor wants to maintain good sales level while the problem is being solved, this would be a:

   a. individual goal.
   b. production goal.
   c. group goal.
   d. safety goal.

5. Without company objectives, there are:

   a. no safety precautions involved.
   b. problems.
   c. goals that are too high to reach.
   d. no problems.

27.13.02.02

6. One of the steps necessary for solving a human relations problem is to get:

   a. an interview.
   b. a four-part solution.
   c. a record.
   d. all of the facts.

7. The personal record will yield many facts which will make:

   a. opinions easier to obtain.
   b. good conversation during an interview.
   c. communications easier with a salesclerk and supervisor.
   d. a good solution possible.

8. When obtaining facts, it is important for the personnel manager to be:

   a. impartial.
   b. sympathetic.
   c. empathetic.
   d. direct and firm.

9. An interviewer often blocks good communications by asking what type of questions?

   a. Concise.
   b. Clear.
   c. Precise.
   d. Abstract.

10. In summary of obtaining facts in solving Human Relations problems, the personnel manager must take for guidelines:

    a. attitudes.
    b. goals for company, group, and individual.
    c. records.
    d. customs.

27.13.02.03

11. In order to achieve a successful solution to human relation problems, the manager must:

    a. ask each person involved what he would do.
    b. review company practices and policies.
    c. ask three different opinions.
    d. ask four opinions from people that are not prejudiced.

27.13.02.03 (continued)

12. When a decision is made concerning human relations, it must be:

    a. positive.
    b. consistent.
    c. justifiable.
    d. negative.

13. The manager must not:

    a. draw any premature conclusions.
    b. offend anybody concerned.
    c. weigh and decide.
    d. check results.

14. When handling a human relation problem, the manager must consider possible actions and the effect on:

    a. production, group morale, and individual welfare.
    b. profit.
    c. business image.
    d. personal image.

15. To solve a human relations problem, the manager must first:

    a. weigh and decide.
    b. get the facts.
    c. identify the problem.
    d. qualify himself.

27.13.02.04

16. A competent manager will not do which of the following as far as human relations are concerned?

    a. Will not criticize.
    b. Weigh and decide.
    c. Will not take action.
    d. Pass the buck.

17. The manager must be:

    a. prejudiced.
    b. biased.
    c. impartial.
    d. intelligent.

27.13.02.04 (continued)

18. Written rules and company customs have to apply to:

a. just the manager.
b. everyone, including the manager.
c. a select few.
d. one-third of employees.

19. If the manager feels inadequately trained to handle employee problems, he can:

a. have another employee handle it.
b. refer the case to his boss.
c. refer the case to a specialist.
d. attempt to make the right decision.

20. When dealing with "group goals", careful attention is needed by the manager because:

a. they directly affect the individual goals.
b. they directly affect the production.
c. they directly affect the individual welfare.
d. it directly affects the manager's job.

27.13.02.05

21. The last thing to do in solving a human relations problem is to:

a. take action.
b. make a decision.
c. weigh and decide.
d. determine how successful the solution is.

22. The production goal in a retail store may be checked by which of the following?

a. Sales records.
b. Amount of customers in store.
c. Amount of merchandise reorder.
d. By asking employees individually how much work they have done.

23. A manager can check the objective of a group goal by:

a. observation.
b. asking.
c. listening.
d. checking sales records.

27.13.02.05 (continued)

24. When the manager is checking production goals, he must be aware of the:

    a. time of day.
    b. weather.
    c. location.
    d. wages.

25. Meeting of production goals is important in determining:

    a. projected sales.
    b. the value of an employee.
    c. net profits.
    d. amount of inventory to be kept on hand.

UNIT PRETEST ANSWER KEY: SOLVING HUMAN RELATIONS PROBLEMS

LAP 01	1.	d
	2.	b
	3.	c
	4.	b
	5.	d
LAP 02	6.	d
	7.	d
	8.	a
	9.	d
	10.	b
LAP 03	11.	b
	12.	c
	13.	a
	14.	a
	15.	b
LAP 04	16.	d
	17.	c
	18.	b
	19.	c
	20.	b
LAP 05	21.	d
	22.	a
	23.	a
	24.	b
	25.	b

File Code: 27.13.02.01.A2-0

Date Published: 3/24/75

Mountain-Plains Education & Economic Development Program, Inc.
Glasgow AFB, Montana 59231

Learning Activity Package

Student: _____

Date: _____

PERFORMANCE ACTIVITY: Detecting Problems

OBJECTIVE:

Describe how a business firm's goals can be used to detect human relations problems, and identify the three guides to use in solving human relation problems.

EVALUATION PROCEDURE:

Complete a student scored multiple-choice type of test. Successful completion is eight out of ten items.

RESOURCES:

Human Relations, Kansas State Teachers College, 1970.
Filmstrip: "Problem Employees - Cause and Cure", Merchandiser Film Productions

PROCEDURE:

1. Obtain a copy of the text and go to your study area.
2. Read the instructions for using the text on pages i, ii, and iii.
3. Read pages 1 through 7. As you read, complete statements 1 through 28 on a separate sheet of paper. Correct all errors after determining the right response to each statement.
4. Upon completion of the reading assignment, answer the questions in the quiz on page 8 on a separate sheet of paper.
5. Turn in all answer sheets to the instructor.
6. View filmstrip, "Problem Employees - Cause and Cure".
7. Return the text.
8. Take the combined LAP test after completion of this LAP and LAP 27.13.02.02 "Obtaining the Facts."
9. When this assignment is successfully completed, proceed to the next LAP.

Principal Author(s): B. Egan

File Code: 27.13.02.02.A2-0

Date Published: 3/24/75

Mountain-Plains Education & Economic Development Program, Inc.
(Zeigler AFB, Montana 59231

Learning Activity Package

Student: _____

Date: _____

PERFORMANCE ACTIVITY: Obtaining the Facts

OBJECTIVE:

Given a business situation involving a human relations problem, identify the main facts about the two principle employees involved in the situation.

EVALUATION PROCEDURE:

Complete a student scored multiple-choice type of test. Successful completion is eight out of ten items.

RESOURCES:

Human Relations, Kansas State Teachers College, 1970.

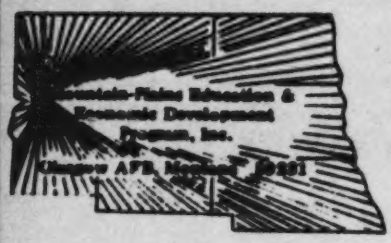
PROCEDURE:

1. Obtain a copy of the text and go to your study area.
2. Read the instructions for using the text on pages i and ii.
3. Read pages 3 through 18. As you read, complete statements 1 through 59 on a separate sheet of paper. Correct all errors after determining the right response to each statement.
4. Upon completion of the reading assignment, read the instructions for taking the test on page 19.
5. Complete the test on pages 20 and 21. Write all responses on a separate sheet of paper.
6. Turn in all answer sheets to the instructor.
7. Return the text.
8. Take the combined LAP test after completion of this LAP and LAP 27.13.02.01 "Detecting Problems."
9. When this assignment is successfully completed, proceed to the next LAP.

Principal Author(s): B. Egan

Student: _____ File Code: 27.13.02.01.A2-2 27.13.02.02.A2-2

Date: _____ Date Published: 9/13/74



LAP TEST: DETECTING PROBLEMS/OBTAINING THE FACTS

27.13.02.01

1. In business and industry, problems are identified only through the use of:

   a. office manager.
   b. auditors.
   c. general manager.
   d. objectives.

2. The first step in detecting a human relations problem is to determine:

   a. if there is a marketing problem.
   b. if the objectives are being met.
   c. if there is a safety problem.
   d. if there is only one person involved.

3. If a bookkeeper tells the supervisor that there are errors in the operation of the cash register and the supervisor wants to maintain good sales level while the problem is being solved, this would be a(n):

   a. individual goal.
   b. production goal.
   c. group goal.
   d. safety goal.

4. Without company objectives, there are:

   a. no safety precautions involved.
   b. problems.
   c. goals that are too high to reach.
   d. no problems.

5. Of the basic goals or guides for solving human relation problems, the first goal is:

   a. production goals.
   b. safety goals.
   c. group goals.
   d. individual goals.

27.13.02.02

6. One of the steps necessary for solving a human relations problem is to get:

   a. an interview.
   b. a solution.
   c. a record.
   d. all of the facts.

7. You must have facts in order to:

   a. have good communications.
   b. have a good record.
   c. have a good interview.
   d. come to a good solution.

8. The personal record will yield many facts which will make:

   a. opinions easier to obtain.
   b. good conversation during an interview.
   c. communications easier with a salesclerk and supervisor.
   d. a good solution possible.

9. When obtaining facts, it is important for the personnel manager to be:

   a. impartial.
   b. sympathetic.
   c. empathetic.
   d. direct and firm.

10. An interviewer often blocks good communications by asking what type of questions?

    a. Concise.
    b. Clear.
    c. Precise.
    d. Abstract.

LAP TEST ANSWER KEY: DETECTING PROBLEMS/OBTAINING THE FACTS

LAP 01	1.	d
	2.	b
	3.	b
	4.	d
	5.	a
LAP 02	6.	d
	7.	d
	8.	d
	9.	a
	10.	d

File Code: 27.13.02.03.A2-0

Date Published: 3/24/75

Mountain-Plains Education & Economic Development Program, Inc.
Havre AFB, Montana 59231

Learning Activity Package

Student: _____

Date: _____

PERFORMANCE ACTIVITY: Decision Making

OBJECTIVE:

Given a business situation concerning a human relations problem, write at least two possible courses of action regarding the two principal employees which could be taken by a supervisor.

EVALUATION PROCEDURE:

Complete a student scored multiple-choice type of test. Successful completion is eight out of ten items.

RESOURCES:

Human Relations, Kansas State Teachers College, 1970.

PROCEDURE:

1. Obtain a copy of the text and go to your study area.
2. Review the instructions for using the text given on pages i and ii.
3. Review the business situation given on page 10.
4. Read pages 24 through 34. As you read, complete statements 1 through 53 on a separate sheet of paper. Correct all errors after determining the right response to each statement.
5. Upon completion of the reading assignment, read the instructions for taking the test given on page 35.
6. Complete the test on pages 36 and 37 on a separate sheet of paper.
7. Turn in all answer sheets to the instructor.
8. Return the text.
9. Take the combined LAP test after completion of this LAP and LAPs 27.13.02.04 "Taking Action" and 27.13.02.05 " Evaluating Results."
10. When this assignment is successfully completed, proceed to the next LAP.

Principal Author(s): B. Egan

File Code: 27.13.02.04.A2-0

Date Published: 3/24/75

Mountain-Plains Education & Economic Development Program, Inc.
(Havre AFB, Montana 59231)

Learning Activity Package

Student: _____

Date: _____

PERFORMANCE ACTIVITY: Taking Action

OBJECTIVE:

Given a business situation involving a human relations problem, recall that a supervisor's action influences the respect of fellow workers for his authority.

EVALUATION PROCEDURE:

Complete a student scored multiple-choice type of test. Successful completion is eight out of ten items.

RESOURCES:

Human Relations, Kansas State Teachers College, 1970.

PROCEDURE:

1. Obtain a copy of the text and go to your study area.
2. Review the instructions for using the text given on pages i and ii.
3. Review the business situation given on page 10.
4. Read pages 38 through 47. As you read, complete statements 1 through 37 on a separate sheet of paper. Correct all errors after determining the right response to each statement.
5. Study the "Problem Solving Approach" outlines on pages 46 and 47.
6. Upon completion of the reading assignment, turn in your answer sheet to the instructor.
7. Take the combined LAP test after completion of this LAP and LAPs 27.13.02.03 "Decision Making" and 27.13.02.05 "Evaluating Results."
8. Proceed to the next LAP.

Principal Author(s): B. Egan

File Code: 27.13.02.05 A2-0

Date Published: 3/24/75

Mountain-Plains Education & Economic Development Program, Inc.
(Rimrock AFB, Montana 59221)

Learning Activity Package

Student: _____

Date: _____

PERFORMANCE ACTIVITY: Evaluating Results

OBJECTIVE:

Identify the major methods of checking the effectiveness of the action taken to solve a human relations problem.

EVALUATION PROCEDURE:

Complete a student scored multiple-choice type of test. Successful completion is eight out of ten items.

RESOURCES:

Human Relations, Kansas State Teachers College, 1970.

PROCEDURE:

1. Obtain a copy of the text and go to your study area.
2. Review the instructions for using the text given on pages i and ii.
3. Review the business situation given on page 10.
4. Read pages 48 through 51. As you read, complete statements 1 through 15 on a separate sheet of paper. Correct all errors after determining the right response to each statement.
5. On a separate sheet of paper, write the major methods of checking the effectiveness of the action taken to solve a human relations problem.
6. Turn in all answer sheets to the instructor.
7. Return the text.
8. Take the combined LAP test after completion of this LAP and LAPs 27.13.02.03 "Decision Making" and 27.13.02.04 "Taking Action."
9. When this LAP is successfully completed, proceed to the next LAP.

Principal Author(s): B. Egan

Student: _____ File Code: 27.13.02.04.A2-2
27.13.02.05.A2-2

Date: _____ Date Published: 9/13/74

LAP TEST: DECISION MAKING/TAKING ACTION/EVALUATING RESULTS

27.13.02.03

1. Human relation problems must be handled:

   a. rapidly.
   b. by groups.
   c. individually.
   d. with prejudice.

2. The manager must handle human relation problems without:

   a. results.
   b. fairness.
   c. effect.
   d. personal prejudice.

3. After the manager gathers all the facts involved in a human relation problem, he must:

   a. consider possible kick-backs.
   b. consider possible reactions to problem.
   c. consider his personal feelings.
   d. consider possible actions to take.

4. When handling a human relation problem, the manager must consider possible actions and the effect on:

   a. production, group morale, and individual welfare.
   b. profit.
   c. business image.
   d. personal image.

27.13.02.04

5. A competent manager will not do which of the following as far as human relations are concerned?

   a. Will not criticize.
   b. Weigh and decide.
   c. Will not take action.
   d. Pass the buck.

27.13.02.04 (continued)

6. Harmful effects on the attitude of all concerned can be alleviated by:

   a. passing the buck.
   b. taking a longer length of time to decide.
   c. letting all concerned work out their problems.
   d. taking immediate action.

7. In order to be effective, the supervisor should have:

   a. an easy going attitude.
   b. a high I.Q.
   c. the respect of personnel.
   d. the attitude of complete authority.

8. If the manager feels inadequately trained to handle employee problems, he can:

   a. have another employee handle it.
   b. refer the case to his boss.
   c. refer the case to a specialist.
   d. attempt to make the right decision.

27.13.02.05

9. The last thing to do in solving a human relations problem is to:

   a. take action.
   b. make a decision.
   c. weigh and decide.
   d. determine how successful the solution is.

10. A manager can check the objective of a group goal by:

   a. observation.
   b. asking.
   c. listening.
   d. checking sales records.

LAP TEST ANSWER KEY: DECISON MAKING/TAKING ACTION/ EVALUATING RESULTS

LAP 03	1.	c
	2.	d
	3.	d
	4.	a
LAP 04	5.	d
	6.	d
	7.	c
	8.	c
LAP 05	9.	d
	10.	a

File Code: 27:13.02.06.A2-0

Date Published: 12/9/75

Mountain-Plains Education & Economic Development Program, Inc.
Glasgow AFB, Montana 59231

Learning Activity Package

Student: _____

Date: _____

PERFORMANCE ACTIVITY: Case Problem

OBJECTIVE:

Given a business situation involving a human relations problem, solve the problem using the step-by-step problem-solving technique.

EVALUATION PROCEDURE:

Complete case study to be evaluated by the instructor.

RESOURCES:

Human Relations, Kansas State Teachers College, 1970.

PROCEDURE:

1. Obtain a copy of the text and go to your study area.
2. Review the instructions for working the problem given on page 54.
3. Read case problem number 2 on page 55.
4. On a separate sheet of paper, complete the problem-solving outline on page 56.
5. Upon completion of the outline, discuss your answer to the problem with the instructor.
6. Return the text.
7. Ask the instructor for the unit test. After completion, give the test to the instructor for correction.
8. Proceed to the next unit.

Principal Author(s): B. Egan

Student: _____ File Code: 27.13.02.00.B2-2

Date: _____ Date Published: 9/13/74

UNIT POST TEST: SOLVING HUMAN RELATIONS PROBLEMS

27.13.02.01

1. In business and industry, problems are identified only through the use of:

   a. office manager.
   b. auditors.
   c. general manager.
   d. objectives.

2. The goal which deals with maintaining an even flow of business is known as the:

   a. production goal.
   b. group goal.
   c. individual goal.
   d. safety goal.

3. How many guides or goals usually are used for solving human relations problems?

   a. 5
   b. 4
   c. 3
   d. 10

4. If a bookkeeper tells the supervisor that there are errors in the operation of the cash register and the supervisor wants to maintain good sales level while the problem is being solved, this would be a(n):

   a. individual goal.
   b. production goal.
   c. group goal.
   d. safety goal.

5. Without company objectives, there are:

   a. no safety precautions involved.
   b. problems.
   c. goals that are too high to reach.
   d. no problems.

27.13.02.02

6. You must have facts in order to:

   a. have good communications.
   b. have a good record.
   c. have a good interview.
   d. come to a good solution.

7. The personal record will yield many facts which will make:

   a. opinions easier to obtain.
   b. good conversation during an interview.
   c. communications easier with a salesclerk and supervisor.
   d. a good solution possible.

8. An interviewer often blocks good communications by asking what type of questions?

   a. Concise.
   b. Clear.
   c. Precise.
   d. Abstract.

9. When gathering facts, a personnel manager should consider:

   a. company production goals.
   b. feelings of the employee.
   c. opinions of others.
   d. attitudes of others.

10. In summary of obtaining facts in solving Human Relations problems, the personnel manager must take for guidelines:

    a. attitudes.
    b. goals for company, group, and individual.
    c. records.
    d. customs.

27.13.02.03

11. Prior to any decision making and after getting all of the facts, the supervisor must:

    a. weigh the facts.
    b. decide on a decision.
    c. ask a third party what to do.
    d. make an impartial decision.

27.13.02.03 (continued)

12. In order to achieve a successful solution to human relation problems, the manager must:

    a. ask each person involved what he would do.
    b. review company practices and policies.
    c. ask three different opinions.
    d. ask four opinions from people that are not prejudiced.

13. When a decision is made concerning human relations, it must be:

    a. positive.
    b. consistent.
    c. justifiable.
    d. negative.

14. The manager must not:

    a. draw any premature conclusions.
    b. offend anybody concerned.
    c. weigh and decide.
    d. check results.

15. To solve a human relations problem, the manager must first:

    a. weigh and decide.
    b. get the facts.
    c. identify the problem.
    d. qualify himself.

27.13.02.04

16. A competent manager will not do which of the following as far as human relations are concerned?

    a. Will not criticize.
    b. Weigh and decide.
    c. Will not take action.
    d. Pass the buck.

17. The manager must be:

    a. prejudiced.
    b. biased.
    c. impartial.
    d. intelligent.

27.13.02.04

18. Written rules and company customs have to apply to:

a. just the manager.
b. everyone, including the manager.
c. a select few.
d. one-third of employees.

19. If the manager feels inadequately trained to handle employee problems, he can:

a. have another employee handle it.
b. refer the case to his boss.
c. refer the case to a specialist.
d. attempt to make the right decision.

20. When dealing with "group goals", careful attention is needed by the manager because:

a. they directly affect the individual goals.
b. they directly affect the production.
c. they directly affect the individual welfare.
d. it directly affects the manager's job.

27.13.02.05

21. The last thing to do in solving a human relations problem is to:

a. take action.
b. make a decision.
c. weigh and decide.
d. determine how successful the solution is.

22. The production goal in a retail store may be checked by which of the following?

a. Sales records.
b. Amount of customers in store.
c. Amount of merchandise reorder.
d. By asking employees individually how much work they have done.

23. A manager can check the objective of a group goal by:

a. observation.
b. asking.
c. listening.
d. checking sales records.

27.13.02.05 (continued)

24. When the manager is checking production goals, he must be aware of the:

    a. time of day.
    b. weather.
    c. location.
    d. wages.

25. Meeting of production goals is important in determining:

    a. projected sales.
    b. the value of an employee.
    c. net profits.
    d. amount of inventory to be kept on hand.

UNIT POST TEST ANSWER KEY: SOLVING HUMAN RELATIONS PROBLEMS

LAP 01	1.	d
	2.	a
	3.	c
	4.	b
	5.	d
LAP 02	6.	d
	7.	d
	8.	d
	9.	a
	10.	b
LAP 03	11.	a
	12.	b
	13.	c
	14.	a
	15.	b
LAP 04	16.	d
	17.	c
	18.	b
	19.	c
	20.	b
LAP 05	21.	d
	22.	a
	23.	a
	24.	b
	25.	b

File Code: 27.13.03.00.A2-1

Date Published: 3/24/75

Learning Experience Guide

UNIT: PREVENTING HUMAN RELATIONS PROBLEMS

RATIONALE:

"An Ounce of Prevention is Worth a Pound of Cure". The efficiency of a business is increased when problems involving employees are prevented.

PREREQUISITES:

Unit .02 of this course (Solving Human Relations Problems).

OBJECTIVE:

Given the "Four Keys to Good Human Relations", identify the most important factors or elements involved in obtaining the business conditions specified by each of the "Four Keys".

RESOURCES:

Human Relations, Kansas State Teachers College, 1970.
Filmstrip: "Interviewing and Hiring Store Personnel", Merchandiser Film Production.
Filmstrip: "Getting the New Employee Started", Merchandiser Film Production.
Filmstrip: "A New Look at Your Job", Merchandiser Film Production.

GENERAL INSTRUCTIONS:

Complete all performance activities in this unit. Take the unit test.

PERFORMANCE ACTIVITIES:

.01 Treating People as Individuals
.02 Utilizing Employee's Abilities
.03 Job Satisfaction
.04 Employee Participation

EVALUATION PROCEDURE:

Complete an instructor scored multiple-choice type of test. Successful completion is eight out of ten items.

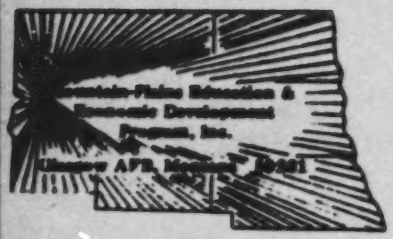
Principal Author(s): B. Egan

FOLLOW-THROUGH:

Go to the first assigned LAP.

Student: _____ File Code: 27.13.03.00.A2-2

Date: _____ Date Published: 9/13/74



UNIT PRETEST: PREVENTING HUMAN RELATIONS PROBLEMS

27.13.03.01

1. One way to help a worker is to know something about his:

   a. age.
   b. health.
   c. ability.
   d. problems or interests.

2. Before the manager can analyze the employee, he must analyze the:

   a. weather.
   b. fellow employees.
   c. working conditions.
   d. employee's ideas.

27.13.03.02

3. If a worker's production begins to drop, it may be because he:

   a. uses his initiative.
   b. does not use his abilities to the fullest.
   c. has a clear understanding of the task.
   d. uses his abilities to the fullest.

4. Using a worker's initiative also involves keeping him active on the job. This may be done by:

   a. talking to him personally about good performance.
   b. keeping a close check on his performance.
   c. giving him a chance to review his own records.
   d. doing all of these answers.

5. Making the best use of each employee's abilities may involve giving him more responsibilities as the manager feels the employee can handle them. By doing this the manager is:

   a. playing favorite.
   b. overworking him/her.
   c. making him feel unneeded.
   d. taking advantage of the employee's skills and knowledge.

27.13.03.03

6. Job relevancy means:

   a. the employees do just what is necessary to meet job goals.
   b. the job is making an insignificant contribution to the company goals.
   c. the job is making a noticeable contribution to the overall company goals.
   d. process of two-way communication.

7. To provide job satisfaction the manager must:

   a. correct employees at all times.
   b. create job interest by showing job value to employee and organization.
   c. no matter what employee has done, the manager must praise.
   d. be constantly reinforcing confidence.

8. When the manager is handling a grievance, he should use which of the following?

   a. Get the facts method.
   b. Check results method.
   c. Constructive correction of employees method.
   d. Weigh and decide method.

9. The manager must keep promises to the employee, because otherwise:

   a. the worker will lose respect for the manager.
   b. the workers production will drop.
   c. the workers will go to a person higher up and complain.
   d. the employee will quit.

10. There are three types of fatigue; which of the following is not one?

   a. Planned.
   b. Nervous.
   c. Physical.
   d. Mental.

27.13.03.04

11. Which of the following is <u>not</u> important to the manager in the sharing of mistakes as well as successes?

   a. Demonstrate loyalty to the workers for their efforts for the company.
   b. Explain the job to be done fully.
   c. Let the worker learn by trial and error.
   d. Allow the worker the freedom to do the job in the way he thinks is best.

27.13.03.04

12. Which of the following is not important in making plans cooperatively?

    a. Cooperation.
    b. Team work.
    c. Good judgment.
    d. Self-centeredness.

13. Which of the following is not important to remember when being sincere in thought and action?

    a. Minimum results.
    b. Maximum results.
    c. Genuine interest.
    d. Good human relations.

14. Which word best completes the adage that begins "loyalty begets:

    a. freedom."
    b. loyalty."
    c. respect."
    d. cooperation."

15. A most important way for individuals in a company to plan and work together is to say and act:

    a. "me" instead of "we".
    b. "we" instead of "I".
    c. "you" instead of "me".
    d. "you" instead of "I".

File Code: 27.13.03.02.A2-0

Date Published: 3/24/75

Mountain-Plains Education & Economic Development Program, Inc.
(Rough Draft, Montana 59221)

Learning Activity Package

Student: _____

Date: _____

PERFORMANCE ACTIVITY: Utilizing Employee's Abilities

OBJECTIVE:

Identify the ways in which a supervisor can get his workers to use their initiative.

EVALUATION PROCEDURE:

Complete a student scored multiple-choice type of test. Successful completion is eight out of ten items.

RESOURCES:

Human Relations, Kansas State Teachers College, 1970.
Filmstrip: "Getting the New Employee Started", Merchandiser Film Production.

PROCEDURE:

1. Obtain a copy of the text and go to your study area.
2. View filmstrip.
3. Review the instructions for using the text given on pages i and ii.
4. Read pages 66 through 76. As you read, complete statements 1 through 76 on a separate sheet of paper. Correct all errors after determining the right response to each statement.
5. Upon completion of the reading assignment, answer questions 1 through 6 in the test on page 77.
6. Turn in all answer sheets to the instructor.
7. Return the text.
8. Take the LAP test after completion of this LAP and LAP 27.13.03.01 "Treating People As Individuals."
9. When this assignment is successfully completed, proceed to the next LAP.

Principal Author(s): B. Egan

Student: _____ File Code: 27.13.03.02.A2-2

Date: _____ Date Published: 8/14/75

LAP TEST: TREATING PEOPLE AS INDIVIDUALS/UTILIZING EMPLOYEE CAPABILITIES

27.13.03.01

1. A personnel file should contain what information about an employee?

   a. Feelings.
   b. Education, training, and work experience.
   c. Production.
   d. Only his ambitions.

2. The supervisor can get information about his employees by referring to which of the following sources?

   a. Talking with employee.
   b. Asking people what they think of that employee.
   c. By asking customers their feelings about employee.
   d. By the way employee listens.

3. Before the manager can analyze the employee, he must analyze the:

   a. weather.
   b. fellow employees.
   c. working conditions.
   d. employee's ideas.

27.13.03.02

4. Which is the best way to get an employee to use his initiative on the job?

   a. Show him you believe he can do the job.
   b. Never give him responsibilities.
   c. Ignore him.
   d. Never tell an employee that he is wrong.

5. Some managers like to develop the method of using a worker's initiative:

   a. by making light of his suggestions.
   b. by encouraging him to experiment with new ideas and methods.
   c. by never talking to him about his ideas.
   d. by letting him do whatever he wants without criticism.

27.13.03.02 (continued)

6. If a worker's production begins to drop, it may be because he:

   a. uses his initiative.
   b. does not use his abilities to the fullest.
   c. has a clear understanding of the task.
   d. uses his abilities to the fullest.

7. Using a worker's initiative also involves keeping him active on the job. This may be done by:

   a. talking to him personally about good performance.
   b. keeping a close check on his performance.
   c. giving him a chance to review his own records.
   d. doing all of these answers.

8. Making the best use of each employee's abilities may involve giving him more responsibilities as the manager feels the employee can handle them. By doing this the manager is:

   a. playing favorite.
   b. overworking him/her.
   c. making him feel unneeded.
   d. taking advantage of the employee's skills and knowledge.

9. Before the manager can measure the job performance of an individual, he must have a/an:

   a. personal conference.
   b. reason to measure the employer.
   c. performance standard.
   d. evaluation.

10. Which of the following offers the strongest stimulus for good work?

    a. Recognition.
    b. Promotion.
    c. Wage increase.
    d. Increase in self-knowledge.

LAP TEST ANSWER KEY: TREATING PEOPLE AS INDIVIDUALS/UTILIZING EMPLOYEE CAPABILITIES

LAP 01

1. b
2. a
3. c

LAP 02

4. a
5. b
6. b
7. d
8. d
9. c
10. b

File Code: 27.13.03.03 A2-0
Date Published: 3/24/75

Mountain-Plains Education & Economic Development Program, Inc.
Havre AFB, Montana 59501

Learning Activity Package

Student: _____

Date: _____

PERFORMANCE ACTIVITY: Providing Job Satisfaction

OBJECTIVE:

Identify the five steps for providing job satisfaction.

EVALUATION PROCEDURE:

Complete a student scored multiple-choice type of test. Successful completion is eight out of ten items.

RESOURCES:

Human Relations, Kansas State Teachers College, 1970.
Filmstrip: "A New Look at Your Job", Merchandiser Film Production.

PROCEDURE:

1. Obtain a copy of the text and go to your study area.
2. Review the instructions for using the text given on pages i and ii.
3. Read pages 78 through 90. As you read, complete statements 1 through 76 on a separate sheet of paper. Correct all errors after determining the right response to each statement.
4. Upon completion of the reading assignment, answer questions in the text on page 91 on a separate sheet of paper.
5. Turn in all answer sheets to the instructor.
6. Return the text.
7. View filmstrip.
8. Take the combined LAP test after completion of this LAP and LAP 27.13.03.04 "Employee Participation."
9. When this assignment is successfully completed, proceed to the next LAP.

Principal Author(s): B. Egan

File Code: 27.13.03.04.A2-0

Date Published: 3/24/75

Mountain-Plains Education & Economic Development Program, Inc.
(Hangar AFB, Montana 59231)

Learning Activity Package

Student: _____

Date: _____

PERFORMANCE ACTIVITY: Employee Participation

OBJECTIVE:

Identify the six methods used to achieve employee participation.

EVALUATION PROCEDURE:

Complete a student scored multiple-choice type of test. Successful completion is eight out of ten items.

RESOURCES:

Human Relations, Kansas State Teachers College, 1970.

PROCEDURE:

1. Obtain a copy of the text and go to your study area.
2. Review the instructions for using the text given on pages i and ii.
3. Read pages 92 through 102. As you read, complete statements 1 through 55 on a separate sheet of paper. Correct all errors after determining the right response to each statement.
4. Upon completion of the reading assignment, answer questions 1 through 5 in the text on page 103 on a separate sheet of paper.
5. Turn in all answer sheets to the instructor.
6. Return the text.
7. Take the LAP test after completion of this LAP and LAP 27.13.03.03 "Providing Job Satisfaction."
8. Ask instructor for unit test; after completion, hand to instructor for correction.
9. When this assignment is successfully completed, see the instructor for instructions regarding further study.

Principal Author(s): B. Egan

Student: _____ File Code: 27.13.03.04.A2-2

Date: _____ Date Published: 9/13/74

LAP TEST: PROVIDING JOB SATISFACTION/EMPLOYEE PARTICIPATION

27.13.03.03

1. Job relevancy means:

   a. the employees do just what is necessary to meet job goals.
   b. the job is making an insignificant contribution to the company goals.
   c. the job is making a noticeable contribution to the overall company goals.
   d. process of two-way communication.

2. To provide job satisfaction the manager must:

   a. correct employees at all times.
   b. create job interest by showing job value to employee and organization.
   c. no matter what employee has done, the manager must praise.
   d. be constantly reinforcing confidence.

3. When the manager is handling a grievance, he should use which of the following?

   a. Get the facts method.
   b. Check results method.
   c. Constructive correction of employees method.
   d. Weigh and decide method.

4. There are three types of fatigue; which of the following is not one?

   a. Planned.
   b. Nervous.
   c. Physical.
   d. Mental.

27.13.03.04

5. A good manager will always say:

   a. me.
   b. I.
   c. we.
   d. you.

27.13.03.04 (continued)

6. Which of the following is not important to the manager in the sharing of mistakes as well as successes?

   a. Demonstrate loyalty to the workers for their efforts for the company.
   b. Explain the job to be done fully.
   c. Let the worker learn by trial and error.
   d. Allow the worker the freedom to do the job in the way he thinks is best.

7. Which of the following is not important in making plans cooperatively?

   a. Cooperation.
   b. Team work.
   c. Good judgment.
   d. Self-centeredness.

8. Which of the following is not important to remember when being sincere in thought and action?

   a. Minimum results.
   b. Maximum results.
   c. Genuine interest.
   d. Good human relations.

9. A most important way for individuals in a company to plan and work together is to say and act:

   a. "me" instead of "we".
   b. "we" instead of "I".
   c. "you" instead of "me".
   d. "you" instead of "I".

10. An employee evaluation should be conducted:

   a. every six months.
   b. every three months.
   c. every month.
   d. once a year.

LAP TEST ANSWER KEY: PROVIDING JOB SATISFACTION/EMPLOYER PARTICIPATION

LAP 03

1. c
2. b
3. c
4. a

LAP 04

5. c
6. c
7. d
8. a
9. b
10. a

UNIT POST TEST ANSWER KEY: PREVENTING HUMAN RELATION PROBLEMS

LAP 01	1.	d
	2.	b
LAP 02	3.	a
	4.	a
	5.	c
LAP 03	6.	c
	7.	b
	8.	c
	9.	a
	10.	a
LAP 04	11.	d
	12.	a
	13.	b
	14.	b
	15.	c

Student: _____ File Code: 27.13.03.00.B2-2

Date: _____ Date Published: 9/13/74

Mountain-Plains Education & Economic Development Program, Inc.
Malmstrom AFB, Montana 59401

UNIT POST TEST: PREVENTING HUMAN RELATION PROBLEMS

27.13.03.01

1. One way to help a worker is to know something about his:

   a. age.
   b. health.
   c. ability.
   d. problems or interests.

2. A personnel file should contain what information about an employee?

   a. Feelings.
   b. Education, training, and work experience.
   c. Production.
   d. Only his ambitions.

27.13.03.02

3. One good method to get the employee to use his initiative is by:

   a. asking him for his ideas and opinions.
   b. harping on little ideas or mistakes he has made.
   c. letting him know you are his boss.
   d. accepting all of his ideas.

4. A manager who can communicate with his employees effectively is assured of maintaining a high degree of initiative. Effective communication may be done by:

   a. talking to him periodically.
   b. talking to him only when necessary.
   c. never giving him credit for his suggestions.
   d. telling him what to do all the time.

5. Before the manager can measure the job performance of an individual, he must have a/an:

   a. personal conference.
   b. reason to measure the employer.
   c. performance standard.
   d. evaluation.

27.13.03.03

6. Job relevancy means:

   a. the employees do just what is necessary to meet job goals.
   b. the job is making an insignificant contribution to the company goals.
   c. the job is making a noticeable contribution to the overall company goals.
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9. The manager must keep promises to the employee, because otherwise:

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   b. the workers production will drop.
   c. the workers will go to a person higher up and complain.
   d. the employee will quit.

10. There are three types of fatigue; which of the following is not one?

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    c. Physical.
    d. Mental.

27.13.03.04

11. Which of the following is not important in making plans cooperatively?

    a. Cooperation.
    b. Team work.
    c. Good judgment.
    d. Self-centeredness.

27.13.03.04 (continued)

12. Which of the following is not important to remember when being sincere in thought and action?

    a. Minimum results.
    b. Maximum results.
    c. Genuine interest.
    d. Good human relations.

13. Which word best completes the adage that begins "loyalty begets:

    a. freedom."
    b. loyalty."
    c. respect."
    d. cooperation."

14. A most important way for individuals in a company to plan and work together to say and act:

    a. "me" instead of "we".
    b. "we" instead of "I".
    c. "you" instead of "me".
    d. "you" instead of "I".

15. When the supervisor makes plans cooperatively with his workers, he is doing which of the following?

    a. Involving too many people.
    b. Causing friction.
    c. Boosting team work.
    d. Sluffing off his work.